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Proposed programme budget for the biennium 2008-2009*

Part VIII
Common support services

Section 28A
Office of the Under-Secretary-General for Management

(Programme 24 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

** *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

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Overview

28A.1 The Department of Management is responsible for the implementation of the programme of work under this section. The activities programmed under section 28A fall under programme 24, Management and support services, of the biennial programme plan for the period 2008-2009.

28A.2 The Department of Management will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. The Department will also closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed.

28A.3 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

28A.4 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations organizations when such services would be more efficient and cost-effective than existing decentralized arrangements.

28A.5 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

28A.6 In the present programme budget proposal for the biennium 2008-2009, the objectives, expected accomplishments and indicators of achievement have been revised under subprogrammes 1 (a), Management services, and 1 (b) Administration of justice, to take into account the transfer of the responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General, pursuant to General Assembly resolution 59/283, and the transfer of the secretariat of the Headquarters Committee on Contracts from the Office of Central Support Services to the Office of the Under-Secretary-General for Management, as approved by the Assembly in its resolution 61/252. Pursuant to Assembly resolution 58/269, the programmatic aspects of the revisions will be submitted to the Committee for Programme and Coordination at its forty-seventh session for review in connection with its programmatic role in the planning and budgeting process.

28A.7 With the implementation of the above adjustments and the realignment of functions under this section, the Office for Oversight and Internal Justice will be abolished and the Office for Policy, Analysis and Oversight Support created. The Office will be responsible for developing and implementing management policies and reform initiatives, monitoring and evaluating programmes and services of the Department of Management, tracking and reporting on the implementation of oversight body recommendations and promoting accountability and management evaluation within the Secretariat. With this substantive reinforcement of the overall Office, the Principal Office will

be streamlined, and its main functions will be the coordination of the offices comprising the Department of Management and the provision of support to the Under-Secretary-General.

28A.8 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $13,082,600, before recosting, reflecting a decrease of $6,876,500, or 34.5 per cent, against the 2006-2007 revised appropriation. The net reduction relates primarily to the transfer of one P-5 post to section 1, Overall policymaking, direction and coordination, and the removal of one-time provisions for various reviews related to the internal justice system, the user needs definition and implementation plan for the enterprise resource planning system, United Nations oversight and governance, and budgetary and human resources policies. These adjustments are summarized by component as follows:

(a) The decrease of $3,031,700 under executive direction and management relates to a decrease of $2,602,400 in non-post resources, reflecting the removal of one-time consultancy and general temporary assistance provisions approved during the biennium 2006-2007 for the review of the internal justice system and the preparation of the user needs definition and implementation plan for the new enterprise resource planning system and a decrease of $429,300 in post resources resulting from the redeployment of two P-5 posts to the management services component of subprogramme 1 in exchange for one P-4 post;

(b) The net decrease of $3,887,000 under programme of work relates to:

(i) A net decrease of $3,697,400 under the management services component, comprising a decrease of $4,126,700 related mainly to one-time non-post requirements approved in the biennium 2006-2007 in the context of the 2005 World Summit Outcome (General Assembly resolution 60/1) to provide administrative and secretarial support for reviews of budgetary and human resources policies, regulations and rules and to provide for travel, consultancy services and operational requirements for a governance and oversight review, partially offset by an increase of $429,300 arising from the post redeployments mentioned above;

(ii) A net decrease of $194,800 under the administration of justice component, comprising a net decrease of $197,700 for posts mainly as a result of the outward transfer of one P-5 post to section 1, Overall policymaking, direction and coordination, to implement paragraph 17 of resolution 59/283, partially offset by an increase of $2,900 for non-post requirements;

(iii) An increase of $5,200 under the services to the Fifth Committee and the Committee for Programme and Coordination component for non-post requirements under general operating expenses;

(c) The increase of $42,200 under programme support relates to an increase in the share of costs related to centrally provided data-processing infrastructure services, maintenance and support.

28A.9 It is recalled that the following issues are under consideration by the General Assembly:

(a) In his note (A/61/758) containing his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205), the Secretary-General estimated the time and resources needed to implement the Panel's recommendations. The note is currently under consideration by the Assembly at the first part of its resumed sixty-first session. Accordingly, the proposed resource redeployments and growth sought by the Secretary-General have not been incorporated into the present budget section;

(b) In his report on strengthening of the Office of Internal Oversight Services (A/61/610), the Secretary-General has proposed that responsibility for management consulting services be transferred from the Office of Internal Oversight Services to the present budget section. Pending decisions by the Assembly on the transfer of those functions, the redeployment of related resources from section 29, Internal oversight, to the present budget section has not been reflected.

28A.10 Related resource requirements would be incorporated into the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009, in December 2007, in the light of the decisions of the General Assembly on those questions.

28A.11 As concerns the longer-term resource requirements related to the replacement of the Integrated Management Information System with a next-generation enterprise resource planning system or other comparable system, the results of the user needs definition and implementation plan will be detailed and considered in the context of a comprehensive report to be submitted to the Assembly at its sixty-second session.

28A.12 For the biennium 2008-2009, the amount of extrabudgetary resources is estimated at $4,715,400. Those resources are derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations in the areas of substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, oversight support, administration of justice and secretariat services provided to the Headquarters Committee on Contracts and Property Survey Board.

28A.13 Pursuant to General Assembly resolution 58/269, resources in the amount of $90,600 have been identified under the regular budget within the available capacity of the Office under subprogramme 1 for monitoring and evaluation activities, comprising four work-months at the Professional level and two work-months at the General Service level and a provision of $16,000 for consultancy services.

28A.14 The estimated percentage distribution of resources under this section is as shown in table 28A.1.

Table 28A.1 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	18.4	—
B. Programme of work		
Management services	27.3	28.2
Administration of justice	14.8	25.0
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	10.3	6.0
Subtotal B	**70.8**	**59.2**
C. Programme support	29.2	40.8
Total	**100.0**	**100.0**

28A.15 The distribution of resources is summarized in tables 28A.2 and 28A.3.

Table 28A.2 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2004-2005 expenditure	2006-2007 appropriation	Resource growth		Total before recosting	Recosting	2008-2009 estimate
			Amount	Percentage			
A. Executive direction and management	2 652.2	5 442.0	(3 031.7)	(55.7)	2 410.3	130.9	2 541.2
B. Programme of work	5 591.8	10 745.7	(3 887.0)	(36.2)	6 858.7	386.3	7 245.0
C. Programme support	3 314.8	3 771.4	42.2	1.1	3 813.6	230.2	4 043.8
Subtotal	**11 558.8**	**19 959.1**	**(6 876.5)**	**(34.5)**	**13 082.6**	**747.4**	**13 830.0**

(2) *Extrabudgetary*

	2004-2005 expenditure	2006-2007 estimate	2008-2009 estimate
Subtotal	**3 068.6**	**4 768.6**	**4 715.4**
Total (1) and (2)	**14 627.4**	**24 727.7**	**18 545.4**

Table 28A.3 Post requirements

Category	Established regular budget posts		Temporary posts				Total	
			Regular budget		Extrabudgetary			
	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009	2006-2007	2008-2009
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	2	2	—	—	—	—	2	2
D-1	3	3	—	—	1	1	4	4
P-5	10	9	—	—	—	—	10	9
P-4/3	6	6	—	—	5	4	11	10
P-2/1	—	—	—	—	1	1	1	1
Subtotal	**22**	**21**	**—**	**—**	**7**	**6**	**29**	**27**
General Service								
Principal level	4	4	—	—	—	—	4	4
Other level	24	24	—	—	2	1	26	25
Subtotal	**28**	**28**	**—**	**—**	**2**	**1**	**30**	**29**
Total	**50**	**49**	**—**	**—**	**9**[a]	**7**[b]	**59**	**56**

[a] Includes extrabudgetary posts for support for extrabudgetary substantive activities (2 P-3 and 1 P-2/1) and for peacekeeping operations (1 D-1, 2 P-4, 1 P-3 and 2 General Service (Other level)).

[b] Includes extrabudgetary posts for support for extrabudgetary substantive activities (2 P-3 and 1 P-2/1) and for peacekeeping operations (1 D-1, 1 P-4, 1 P-3 and 1 General Service (Other level)).

A. Executive direction and management

Resource requirements (before recosting): $2,410,300

28A.16 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human and physical resources of the Organization. The Under-Secretary-General for Management formulates policies and provides policy guidance, coordination and direction on management reform issues. She represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies and monitors emerging management issues throughout the Secretariat. The Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel and common support services matters. She provides strategic guidance and management oversight concerning the implementation of the capital master plan project. The Under-Secretary-General for Management also directs and manages the activities of the Department of Management.

28A.17 In discharging her responsibilities, the Under-Secretary-General for Management is supported by the Director of the Office of the Under-Secretary-General and the Principal Office. The Director advises the Under-Secretary-General on policy issues relating to the implementation of management reform initiatives in the Secretariat and coordinates management to ensure the efficient functioning of the Office. The Director directs and supervises the activities of the Principal Office, the Office for Policy, Analysis and Oversight Support and the Executive Office and guides and supervises the secretariat of the Headquarters Committee on Contracts and Property Survey Board as well as the secretariats of the Joint Appeals Board, the Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel regarding the operational aspects of their functioning. The Director also maintains contact with other organizations and agencies and with host-country authorities on management and facilities issues. Support is provided to the Under-Secretary-General in inter-agency meetings such as the High Level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB). The Principal Office acts as a focal point for information and for the integration of all aspects of the work of the Department. It oversees the implementation of departmental policies and guidelines; coordinates intradepartmental activities, including necessary follow-up; and consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern.

Table 28A.4 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture across the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) Improved management performance and timely delivery of outputs and services *Performance measures* (Percentage of respondents expressing the view that the Department of Management is more efficient in the delivery of services and more client focused) 2004-2005: • Delivery of services: 32 per cent • Client focus: 39 per cent Estimate 2006-2007: • Delivery of services: 45 per cent • Client focus: 50 per cent Target 2008-2009: • Delivery of services: 55 per cent • Client focus: 55 per cent
(b) Improved geographical representation and gender balance of staff	(b) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Department *Performance measures* 2004-2005: zero per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 50 per cent (ii) Increased percentage of women candidates at the Professional level and above for appointments of one year or longer

	Performance measures 2004-2005: 41 per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 52 per cent
(c) Enhanced policy coherence in the management of the activities of the United Nations	(c) Improved communication and coordination of information-sharing between senior management and administrative officials of all duty stations *Performance measures* (Increased number of meetings each year between the Office of the Under-Secretary-General for Management and executive officers and chiefs of administration of United Nations duty stations) 2004-2005: 15 executive officer and 12 manager forum meetings per year Estimate 2006-2007: 17 executive officer and 13 manager forum meetings per year Target 2008-2009: 18 executive officer and 18 manager forum meetings per year

External factors

28A.18 The objectives and expected accomplishments under executive direction and management are anticipated to be accomplished under the assumption that all stakeholders will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

28A.19 During the biennium 2008-2009, the following outputs will be delivered:

(a) Representation of the Secretary-General at meetings of United Nations intergovernmental bodies on various administrative and financial issues as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High Level Committee on Management;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and with the Department;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan.

Table 28A.5 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 658.4	2 229.1	8	7
Non-post	2 783.6	181.2	—	—
Subtotal	**5 442.0**	**2 410.3**	**8**	**7**
Extrabudgetary	—	—	—	—
Total	**5 442.0**	**2 410.3**	**8**	**7**

28A.20 Resources amounting to $2,410,300, reflecting a net decrease of $3,031,700, will provide for seven posts and operational requirements such as travel of staff, general operating expenses, hospitality and supplies and equipment. The decrease in post resources in the amount of $429,300 reflects the outward redeployment of two P-5 posts from this component to subprogramme 1 (a), Management services, in exchange for one P-4 Administrative Officer post. Following the realignment of functions in the Office, it is expected that the P-4 post would provide support and assistance to the Principal Officer in performing assigned responsibilities related to the coordination of departmental activities, including liaison with intergovernmental bodies such as the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination, the General Assembly and other policymaking organs, as appropriate. The incumbent would contribute to the work of the Office in undertaking and supporting the development and evaluation of special projects related to productivity strategy, the streamlining of processes and other management-related issues.

B. Programme of work

Table 28A.6 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Management services	7 274.9	3 577.5	11	12
Administration of justice	2 126.8	1 932.0	9	8
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 344.0	1 349.2	5	5
Subtotal	**10 745.7**	**6 858.7**	**25**	**25**
Extrabudgetary	3 085.7	2 789.8	9	7
Total	**13 831.4**	**9 648.5**	**34**	**32**

Regular budget resource requirements by component

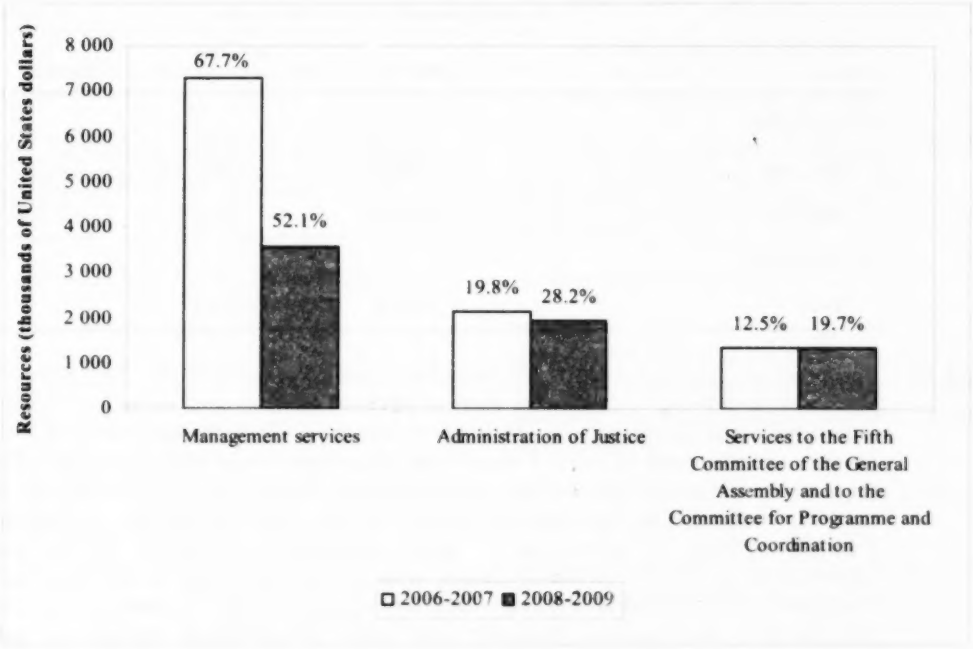


Table 28A.7 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
Programme of work		
Management services	52.1	47.6
Administration of justice	28.2	42.3
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	19.7	10.1
Total	**100.0**	**100.0**

Subprogramme 1[1]
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Table 28A.8 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	6 161.7	6 393.3	25	25
Non-post	4 584.0	465.4	—	—
Subtotal	**10 745.7**	**6 858.7**	**25**	**25**
Extrabudgetary	3 085.7	2 789.8	9	7
Total	**13 831.4**	**9 648.5**	**34**	**32**

(a) Management services

Resource requirements (before recosting): $3,577,500

28A.21 This component of subprogramme 1 is implemented by the Office for Policy, Analysis and Oversight Support and the secretariat of the Headquarters Committee on Contracts and Property Survey Board. The overarching goal of the Office for Policy, Analysis and Oversight Support is to increase managerial accountability, simplify and strengthen administrative processes and improve programme delivery throughout the Organization. To that end, the Office will monitor, evaluate and report on current management practices and develop and implement new or revised management policies and reforms. The Office will work towards increasing productivity, efficiency and cost-effectiveness throughout the Organization and will prioritize the strengthening of accountability and transparency in work processes. The Office for Policy, Analysis and Oversight Support will facilitate interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services), follow up on their observations and recommendations and ensure that those observations and recommendations are effectively introduced into executive management processes and that remedial action taken by the Administration is reported promptly to the oversight bodies.

28A.22 The secretariat of the Headquarters Committee on Contracts and Property Survey Board will ensure that proposed contract awards are based on fairness, integrity and transparency and comply with applicable financial regulations and rules and procurement policies and procedures.

[1] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Table 28A.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and transparency.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) Percentage of new and revised management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules *Performance measures* 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent
(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization	(b) Material weaknesses and reportable conditions are identified and remediation plans are in place *Performance measures* (Percentage of main recommendations of the Board of Auditors that have a target date and assigned responsibility for implementation) 2004-2005: not available Estimate 2006-2007: 90 per cent Target 2008-2009: 90 per cent
(c) Improved business processes	(c) (i) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) *Performance measures* (Number of business process areas with reduced timeline requirements) 2004-2005: 1 Estimate 2006-2007: 3 Target 2008-2009: 3 (ii) Efficiency gains resulting from business process improvements

	Performance measures (Number of business process areas producing efficiency gains) 2004-2005: 1 Estimate 2006-2007: 3 Target 2008-2009: 3
(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(d) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them *Performance measures* 2004-2005: 1 Estimate 2006-2007: 2 Target 2008-2009: 2
(e) Increased efficiency in the review of the awarding of contracts and the disposal of assets, and fairness, integrity, transparency and compliance with the relevant rules and regulations	(e) (i) Decreased average amount of time required for the handling of the Headquarters Committee on Contracts cases *Performance measures* (Number of days required for the processing of Headquarters Committee on Contracts cases) 2004-2005: not available Estimate 2006-2007: 10 Target 2008-2009: 8 (ii) Increased number of cases handled by the Headquarters Property Survey Board *Performance measures* 2004-2005: 447 cases Estimate 2006-2007: 450 cases Target 2008-2009: 500 cases

External factors

28A.23 The objective and expected accomplishments set out in table 28A.9 are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices across the Secretariat.

Outputs

28A.24 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 12 formal meetings and 25 informal consultations of the Fifth Committee; approximately 3 formal meetings and 6 informal consultations of the Committee for Programme and Coordination; and approximately 5 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: approximately 20 reports submitted to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (4); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1);

(b) Administrative support services:

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (10); semi-annual reports to the Management Performance Board and the Oversight Committee (4); responses to requests for exceptions to the standards of accommodation for air travel (250);

(ii) Implementation of an application for tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

(iii) Development of new administrative policies and streamlined procedures, including redefinition of roles and responsibilities of central management and programme managers, and alignment of administrative practices with global compact principles and time standards for the delivery of services;

(iv) Organization of client surveys, review and analysis of data from client surveys and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Management of data for tracking the progress and impact of United Nations system-wide management improvement measures and the preparation of a biannual report for the General Assembly;

(vi) Development of a functional referral database of recommendations made by the Headquarters Committee on Contracts;

(vii) Annual integrated reporting on the Organization's programmatic and financial performance;

(viii) Substantive and technical servicing of the Headquarters Committee on Contracts through the review of approximately 900 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;

(ix) Training of members of local committees on contracts;

(x) Substantive and technical servicing of the Headquarters Property Survey Board through the review of more than 200 property survey cases;

(xi) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board.

Table 28A.10 **Resource requirements: management services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 867.3	3 296.6	11	12
Non-post	4 407.6	280.9	—	—
Subtotal	**7 274.9**	**3 577.5**	**11**	**12**
Extrabudgetary	1 247.2	1 328.0	4	4
Total	**8 522.1**	**4 905.5**	**15**	**16**

28A.25 Resources amounting to $3,577,500 provide for eight posts in the Office for Policy, Analysis and Oversight Support and four posts for the secretariat of the Headquarters Committee on Contracts and Property Survey Board, as well as related non-post resources. The net increase of $429,300 in post resources reflects the reorganization of activities under management services, involving the inward redeployment of two P-5 posts from the Principal Office to the Office for Policy, Analysis and Oversight Support, partially offset by the outward transfer of one P-4 post to the Principal Office under executive direction and management. This exchange of posts would provide for Senior Management Analyst and Administrative Officer posts at the P-5 level in order to match the degree of complexity and increased level of responsibilities required to effectively carry out the functions. This would strengthen the substantive capacity to perform analytical and evaluative functions in such areas as monitoring of management practices, managerial accountability, performance evaluation, reform initiatives and oversight. It would also enable the Office to enhance policy coherence and communication by providing expert advice and knowledge to programme managers and liaising with the host Government, non-governmental organizations and other external entities on management practices and other related issues. The proposals also reflect a net decrease in non-post requirements of $4,126,700 owing mainly to non-recurrent provisions approved in the biennium 2006-2007 in the context of the 2005 World Summit Outcome to provide administrative and secretarial support for reviews of budgetary and human resources policies, regulations and rules and to provide for travel, consultancy services and operational requirements for a governance and oversight review.

(b) Administration of justice

Resource requirements (before recosting): $1,932,000

28A.26 This component of the subprogramme is under the responsibility of the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel of Counsel and the Panel on Discrimination and Other Grievances in their respective areas of responsibility. While the resources for those activities are presented in a consolidated manner, the New York secretariats of the Joint Appeals Board and Joint Disciplinary Committee and the Panels are operationally independent. Consistent with the objective set out below, this component aims to facilitate a fair and effective system of justice in the Secretariat. It will be accomplished through the provision of analytical and technical services to the Joint Appeals Board, the Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel, including assistance in processing appeals and disciplinary cases, conducting investigations, providing legal advice and conducting legal and administrative research.

28A.27 As indicated in paragraph 28A.9, the Secretary-General has submitted his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205). Pending decisions of the General Assembly on the matter, the proposed resource adjustments have not been incorporated into the present budget section.

Table 28A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A system of internal justice that is fair and effective in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the disposition of appeals, from the time of the lodging of an appeal to the Joint Appeals Board at Headquarters to the submission of the Joint Appeals Board recommendations to the Secretary-General *Performance measures* 2004-2005: 25 months Estimate 2006-2007: 20 months Target 2008-2009: 18 months (ii) Decreased average amount of time required for the disposition of cases by the Joint Disciplinary Committee at Headquarters, from the receipt of a case to its submission to the Secretary-General

	Performance measures 2004-2005: 8.5 months Estimate 2006-2007: 8 months Target 2008-2009: 6 months (iii) Increased number of appeals and disciplinary cases submitted to the Secretary-General for decision *Performance measures* 2004-2005: • Appeals: 87 • Disciplinary cases: 10 Estimate 2006-2007: • Appeals: 85 • Disciplinary cases: 15 Target 2008-2009: • Appeals: 85 • Disciplinary cases: 15 (iv) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice *Performance measures* 2004-2005: 20 per cent Estimate 2006-2007: 30 per cent Target 2008-2009: 40 per cent
(b) Measures to ensure the timely participation of managers in the administration of justice process	(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond *Performance measures* (Percentage of managers participating at all stages of the process) 2004-2005: 51 per cent Estimate 2006-2007: 55 per cent Target 2008-2009: 65 per cent

External factors

28A.28 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) there will be no significant increase in the number of appeals and disciplinary cases; and (b) there will be an adequate number of volunteers serving on the Panel on Discrimination and Other Grievances, the Joint Appeals Board and the Joint Disciplinary Committee.

Outputs

28A.29 During the biennium 2008-2009, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately four formal meetings and eight informal consultations of the Fifth Committee and approximately four meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: annual reports to the General Assembly on the outcome of the work of the Joint Appeals Board (2); statistics on the disposition of cases and information on the work of the Panel of Counsel (2);

(b) Administrative support services:

(i) Substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel;

(ii) Training of the members of the panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system;

(iii) Provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters;

(iv) Provision of advice concerning amendments to the Staff Rules, administrative issuances and policies concerning disciplinary proceedings, appeals and related matters.

Table 28A.12 **Resource requirements: administration of justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 989.6	1 791.9	9	8
Non-post	137.2	140.1	—	—
Subtotal	**2 126.8**	**1 932.0**	**9**	**8**
Extrabudgetary	1 441.6	1 180.0	4	2
Total	**3 568.4**	**3 112.0**	**13**	**10**

28A.30 The amount of $1,932,000 covers the cost of eight posts and related non-post requirements for the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel. A net decrease of $197,700 relates to post requirements. The decrease includes the outward transfer of one P-5 post from this section to section 1, Overall policymaking, direction and coordination to implement paragraph 17

of resolution 59/283, in which the General Assembly requested the transfer of responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General. This reduction is partially offset by delayed impact provisions related to a new P-5 post approved in the biennium 2006-2007 for the presiding officer of the Joint Appeals Board. The increase of $2,900 in non-post resources relates to increased requirements for general operating expenses.

(c) Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,349,200

28A.31 The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical secretariat support to those Committees, including by organizing substantive support provided by the departments and offices of the Secretariat, as well as through:

(a) The provision of proactive assistance to the chairpersons and bureaux of the Committees in connection with the strengthening and revitalization of their work as well as analytical and historical information on their proceedings with a view to developing appropriate proposals for review by the Committees;

(b) The provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of the implementation of the resolutions, decisions and recommendations adopted by the Committees.

Table 28A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants at the meetings	(i) Timely preparation and submission of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination to the General Assembly *Performance measures* (Percentage of meetings conducted in a timely, orderly and procedurally correct manner) 2004-2005: 100 per cent Estimate 2006-2007: 100 per cent Target 2008-2009: 100 per cent

	(ii) Decreased percentage of representatives of Member States in the Fifth Committee and the Committee for Programme and Coordination expressing dissatisfaction with the conduct of meetings and with the level and quality of technical secretariat services
	Performance measures
	2004-2005: zero per cent dissatisfied
	Estimate 2006-2007: zero per cent dissatisfied
	Target 2008-2009: zero per cent dissatisfied

External factors

28A.32 The objective and expected accomplishments set out in table 28A.13 are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work and requests for documentation will be received in a timely manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee.

Outputs

28A.33 During the biennium 2008-2009, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing of the Fifth Committee and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee (approximately 460 meetings and consultations) and the Committee for Programme and Coordination (approximately 80 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Advice to the chairpersons and bureaux of the Committees and Member States;

(iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the chairpersons; substantive summaries of the meetings; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

Table 28A.14 **Resource requirements: services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 304.8	1 304.8	5	5
Non-post	39.2	44.4	—	—
Subtotal	**1 344.0**	**1 349.2**	**5**	**5**
Extrabudgetary	396.9	281.8	1	1
Total	**1 740.9**	**1 631.0**	**6**	**6**

28A.34 Resources amounting to $1,349,200 will provide for the continuation of five posts and the related operational requirements of the secretariat, including overtime, general operating expenses and funds for the replacement of office automation equipment. The increase of $5,200 for non-post requirements relates to the Secretariat's share in the cost of maintaining office automation equipment.

C. Programme support

Resource requirements (before recosting): $3,813,600

28A.35 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the capital master plan project, in the areas of human resources, finance and general administration. It also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors. Furthermore, it centrally administers the provisions for rental of premises and alterations for the Secretariat at Headquarters as a whole.

Table 28A.15 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 560.1	3 560.1	17	17
Non-post	211.3	253.5	—	—
Subtotal	**3 771.4**	**3 813.6**	**17**	**17**
Extrabudgetary	1 682.9[a]	1 925.6[a]	—	—
Total	**5 454.3**	**5 739.2**	**17**	**17**

[a] Includes support account for peacekeeping operations resources centrally administered by the Executive Office for general operating expenses, supplies and materials and furniture and equipment for the Department of Management as a whole.

28A.36 The resources of $3,813,600 provide for the continuation of 17 posts and related non-post requirements. The non-post resources cover the requirements for overtime, general operating expenses, supplies and furniture and equipment for the Executive Office. The increase of $42,200 under non-post requirements relate to the costs of the share of the Office of the Under-Secretary-General as a whole in centrally provided data-processing infrastructure services as well as costs for maintenance and support of the local-area network technical infrastructure and central servers.

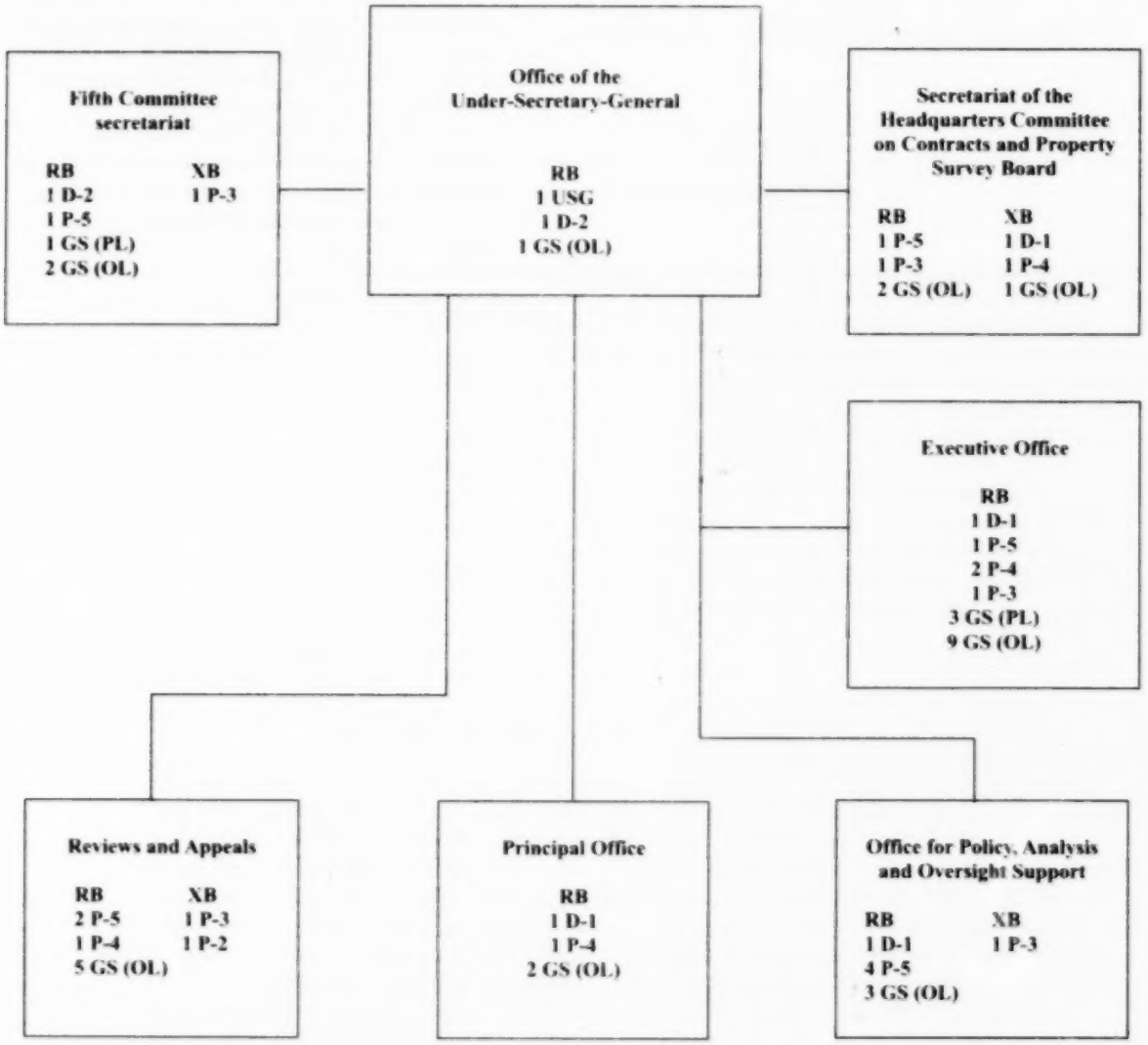
Table 28A.16 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/58/7 and Corr.1)	
The report of the Secretary-General on progress and impact assessment of management improvement measures (A/58/70) did not meet its objective of providing an account of progress achieved as a result of management improvement measures (para. VIII.15).	A subsequent report on the progress and impact assessment of management improvement measures (A/60/70) was considered by the Committee for Programme and Coordination at its forty-fifth session (see A/60/16 and Corr.1). The Committee welcomed the initiatives of the Department of Management and noted the improvements in the presentation of the information and the refinements to the methodology, which took into account its previous recommendations (see A/58/16, paras. 30-36), as endorsed by the General Assembly in its resolution 58/268.
Board of Auditors (A/59/5, vol. I, chap. II)	
The Board recommended that the Administration: (a) implement a comprehensive and well-communicated corruption and fraud prevention plan in the United Nations system; (b) establish a corruption and fraud prevention committee that would serve as an effective framework and coordination point for a United Nations system corruption and fraud prevention mechanism; (c) conduct ethics, corruption and fraud-awareness training sessions and workshops among managers, international and local employees and other stakeholders; (d) develop appropriate resolution mechanisms for reported and detected incidents and allegations of corruption and fraud; and (e) review the investigation processes at offices away from Headquarters (para. 349).	The General Assembly, in its resolution 59/264 A, approved the recommendations and conclusions contained in the reports of the Board of Auditors on the financial reports of the United Nations. One of the recommendations was that the Secretariat and the United Nations funds and programmes develop, document and implement a plan against the risk of internal corruption and fraud, including fraud-awareness initiatives (see A/59/162, para. 147). In subsequent resolutions, the Assembly further supported the recommendation (see resolution 60/254, para. 13, and resolution 60/266, section V, para. 3).

Brief description of the recommendation	*Action taken to implement the recommendation*
	A working group was established in 2005 to draw up a comprehensive plan of action to strengthen the capacity of the Organization to prevent fraudulent and corrupt acts by staff and third parties. A short and medium-term plan of action to deal with those issues was developed in 2005 and further refined in 2006, including validation by an independent expert specializing in fraud prevention and anti-corruption measures. It is expected that the Secretary-General will report to the Assembly at its sixty-second session on the progress made in this area.

Office of the Under-Secretary-General for Management

Organizational structure and post distribution for the biennium 2008-2009



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level; OL, Other level.

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
28A.25 (b) (i)	Provision of advice to the Secretary-General on the disposition of staff grievances, appeals and disciplinary matters	1	Pursuant to resolution 59/283, this output will not be produced under this budget section, consistent with the transfer of responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General
28A.14 (f)[a]	Report of the panel of external and independent experts to the General Assembly at its sixtieth session on the outcome of review and redesign of administration of justice system of the Secretariat (2006)	1	Completed
28A.19 (b) (vii)[b]	Management reviews mandated by the 2005 World Summit Outcome, including a review of the budgetary, financial and human resources policies, regulations and rules of the United Nations with a view to aligning them with the current and future needs of the Organization (2006); an independent external evaluation of the United Nations and specialized agencies' auditing and oversight system, including an external evaluation of the Office of Internal Oversight Services (2006)	2	Completed
		4	

[a] See A/60/303, para. 7.
[b] See A/60/537, para. 113.